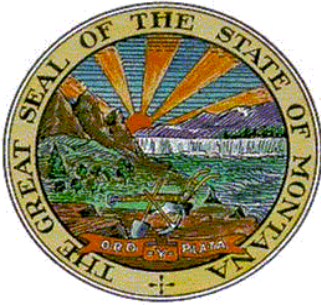


**Department of Labor and Industry**  
**Business Standards Division**  
**Business and Occupational Licensing Bureau (BOLB)**

**Bureau Newsletter**  
**Summer 2004**

Editors **Connie Beckman & Chris Bernet**  
 Photos by **Billie Veerkamp & Dan Bernhardt**



Wendy Keating, Commissioner; Jim Brown, Administrator; Jill Caldwell, Bureau Chief

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**Jill Caldwell Named New Bureau Chief**

By **Connie Beckman**

Jill Caldwell took over the reins as the new Business and Occupational Licensing Bureau Chief on Monday, June 28, 2004. Jill's first week proved to be an exceedingly busy time due to the end of the fiscal year budgeting processes.

Despite a busy schedule, Jill felt it was important to take the time to visit with each of the Bureau's staff. She met with each of the staff to listen, share ideas, and discover each person's



Jill Caldwell

unique expertise in performing their jobs. Jill believes in maximizing the potential of each employee.

Jill was very impressed with the depth of knowledge, excellent qualifications and enthusiasm each person brings to their position. She believes each person has a crucial part in making our Bureau operate smoothly and proficiently.

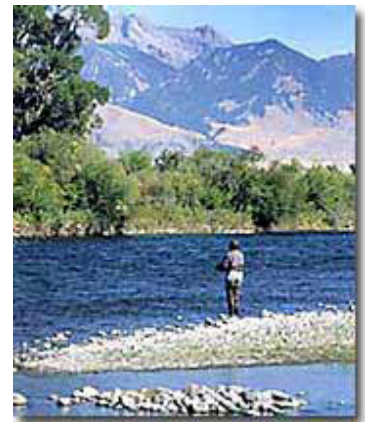
Prior to becoming our Bureau Chief, Jill worked for the Health Care Licensing Bureau for over six years serving in a variety of positions.

She was the Unit Supervisor overseeing nine boards the last seven months with HCLB. She is a registered nurse with a bachelor's degree in nursing and a master's degree in public health and nursing administration.

Her vision for our Bureau is to provide outstanding customer service and establish the reputation of putting our customers first. Accomplishing this goal will be an on-going challenge, and will entail communicating and explaining the vision to the staff and board members.

"Gathering as much information as possible from staff, and other state boards, will help us determine what is working and what areas need to be improved on. It is also important to recognize the uniqueness of each board and respect that uniqueness," Jill noted.

According to Jill, before considering any changes in the Bureau, it is important to understand how the Bureau



Jill Caldwell, continued from page 1

currently operates. "I wouldn't change anything without understanding how we function now. Then, there would need to be a compelling reason to change, such as to improve customer service and to increase efficiency."

"As a Bureau, however, we do have to make some changes based on our recent legislative audit," stated Jill. Our Bureau underwent a performance audit recently. The audit was conducted in response to House Joint Resolution 20 (HJR 20), which passed during the 2003 legislative session. HJR 20 requested that legislative auditors examine the activities of the licensing boards and programs administratively attached to the Department of Labor and Industry.



The audit was completed in April and the auditors recom-

mended the Department continue to pursue improve-



ments in administrative efficiency and effectiveness by updating and revising administrative policies and procedures, standardizing application forms, and establishing performance measurement procedures to assess progress in implementing management reorganization plans. "When we standardize forms or processes, we usually increase efficiency. It also helps in cross training and service coverage," Jill concluded.

Jill is enthusiastically looking forward to working together as a team. She welcomes everyone's ideas in helping to create a work environment that recognizes individual strengths while striving to provide excellent customer service.

## Sandy Matule, Handing Over the Reins

By Connie Beckman

This past year has been a challenging and busy time for former Acting Bureau Chief Sandy Matule. After months of putting in many long hours, Ms. Matule breathed a sigh of relief when Jill Caldwell was selected as the new Bureau



Sandy Matule

Chief. Sandy became Acting Bureau Chief in May 2003 when then Bureau Chief, Brenda St. Clair took a leave of absence because of a serious health condition. Prior to taking on the task of Acting Bureau Chief, Sandy worked with Grace Berger for the Board of Realty Regulation and then for the Board of Private Security. After a short time, she was hired as the Bureau's Administrative Officer.

The Bureau's reorganization started in July 2003, and this presented Sandy with the challenge of helping staff to adjust to the new changes on a daily basis.

When Brenda officially retired in March of this year, the Department expressed deep gratitude for her years of dedication and service. Brenda was instrumental in

helping to visualize and to lay the foundation for the reorganization of our Bureau. With the foundation in place, it was up to the expertise of management to implement the structure.

Sandy has worked for the State of Montana for a total of fourteen years, and has been with the Department of Labor and Industry for over three years.

Sandy is looking forward to working with Jill and she appreciates the opportunity of working with such qualified and dedicated staff in helping the new organizational structure to run as smoothly and effectively as possible.

Currently, Sandy serves as the Executive Officer for the Board of Athletics and the Board of Private Security. The Board of Athletics has approximately 1,398 licensees and the Board of Private Security has approximately 1,446 licensees. She also serves as the Administrative Officer for our Bureau, supervising six licensing technicians.

## Licensing Unit, Can't Live Without Them

By Chris Bernet

The Licensing Unit is the foundation of our Bureau and the third part of the Administrative Support Unit. The Licensing Unit is supervised by Sandy Matule.

We have six hard working Licensing Technicians doing the bulk of the daily work for all of the Boards and programs in our Bureau. Our techs process all of the daily mail, complete deposits, process the large flow of applications, file a mountain of paperwork, and do too many other



Pictured from left to right: Trisha Hayes, Julie Strong  
Judi Moe, Barb Green, Jason Steffins  
Not pictured: Barb Kibler

miscellaneous tasks to mention. Without the help of our techs, the wheels of our Bureau would grind to a halt and we would be hopelessly stuck.

For all of us who have worked as a Licensing Technician, we know how much work they do and we appreciate it! Thank you Barb Green, Judi Moe, Julie Strong, Barb Kibler, Jason Steffins, and Trisha Hayes. Keep up the good work!

## Thoughts from Jim Brown, Division Administrator

By Connie Beckman

Jim Brown, Administrator of the Business Standards Division, shared his thoughts regarding our recent reorganization and the direction our Bureau is heading. The following article explains the current Bureau organization and some of Jim's comments.

Jim's message is clear: "Providing quality and efficient customer service remains the top priority of the Business and Occupational Licensing Bureau (BOLB)".

In order to improve efficiency and effectiveness regarding our staff, our customers, and our boards, the Bureau under went a major reorganization last year. The Bureau's organizational structure has been adapted to strengthen administrative oversight of staff and realize better efficiencies in the delivery of services to boards and licensees.

Our Bureau now consists of four organizational units: The Administrative Support Unit (ASU), supervised by Sandy Matule and Wayne Johnston; Unit One, supervised by Grace Berger; Unit Two, supervised by Todd Boucher; and Unit Three, supervised by Wayne Johnston. Wayne, Todd, and Grace are Executive Officers and Sandy is our Bureau's Administrative Officer.

Each of the Executive Officers are responsible for the management of several boards/programs. Assisting the Executive Officers are Program Specialists, who are assigned to work directly with specific boards or programs.

The ASU unit consists of three subunits: the Licensing Unit, consisting of six Licensing Technicians; the Complaint Unit, consisting of two Complaint Technicians, and the Technical Writer Unit, consisting of three Technical Writers.

"I continue to be impressed with the quality of the staff at BOLB. The staff are extremely competent and capable. As staff and management work together as a team to improve the way we deliver services to our customers, significant improvements will be realized," commented Jim.

BOLB is working on streamlining and improving processes and procedures that are universal to all the boards and programs. In addition, the Bureau is committed to an organizational structure conducive to fair and equitable allocations of recharges to boards and programs.

To achieve the most accurate allocation of recharges the Bureau now requires staff to complete time distribution tracking forms. These forms are designed to accurately track how much time each employee within our Bureau is spending working on each board and program. These forms, along with other changes, will provide for more accurate billing of recharges to the various boards and programs. With the implementation of the new structure, we will strive to continually review our processes to determine what areas need further adjustments and to recognize the areas that are working effectively.

The Division and the Bureau's management staff are determined to remain open to innovative ideas for improvement. Jill Caldwell has encouraged everyone to offer suggestions for improvements at any time and Jim summed it up well when he said, "All parties, including myself, will need to remain flexible and open-minded as we travel this new and adventurous path together."

## Unit One

By Connie Beckman

Grace Berger has worked for the State of Montana for more than 23 years. Over the years, Grace has acquired a wealth of experience and expertise in budget preparation, the rule making process, board administration, and much more. She was raised in the Bitterroot Valley and graduated from Montana State and is definitely a Bobcat fan. Grace and her husband, Mike and their two children, Robert and Brittny have lived in the Helena area for a number of years.

As a result of the reorganization, Grace was given the opportunity to serve as the Executive Officer for the following four boards: Board of Realty Regulation, Board of Real Estate Appraisers, Board of Barbers/Cosmetologist and the Board of Public Accountants.

This new position keeps Grace busy supervising staff, overseeing the administration of the boards, attending state and national conferences, and attending board meetings.

Grace's vision for the Bureau is to provide quality customer service by utilizing the latest technology in order to perform work easier, faster, and more efficiently. Assisting with the administration of each of the boards are the Program Specialists who bring their particular expertise and knowledge to the boards they serve while embracing each board's uniqueness. Additionally, two Compliance Specialists, two Investigators, a Public Education Specialist, and an Auditor/Educational Coordinator perform a variety of duties for the respective boards they serve.

### **Sue Criswell, Program Specialist**

Sue Criswell has worked with the Board of Public Accountants for over 10 years. In this time, she has gained a thorough understanding and knowledge of the board's processes and requirements. She is instrumental in helping the Board to operate smoothly while serving over 4,000 licensees in a timely and professional manner. Sue is very customer oriented and strives to improve the quality of service provided to the board and the public.

### **Barbara McAlmond, Program Specialist**

Barb McAlmond is the Program Specialist for the Board of Realty Regulation and the Board of Real Estate Apprais-

ers. The Board of Realty Regulation has approximately 6,088 licensees and the Board of Real Estate Appraisers has about 550 licensees. Between the two boards, Barb is kept very busy. The Board of Realty Regulation is a very active Board, meeting every six to eight weeks. Barb is committed to providing quality customer service to the licensees and the boards she serves. Despite receiving over 60 calls in the course of a typical day, Barb maintains her cheerful and helpful attitude. Barb expressed her appreciation for the exper-

tise of the Bureau staff that works directly with the Board of Realty Regulation and the Board of Real Estate Appraisers.

### **Royce Poe, Program Specialist**

Royce Poe is the Program Specialist for the newly combined Board of Barbers & Cosmetologists. Even though Royce is relatively new to the Board,

his positive, energetic attitude and excellent organizational skills have helped the Board run efficiently during this transition. Royce joined our Bureau just in time to tackle the rather large task of joining two boards into one. Of course, much work remains but Royce has proven that he is up to the task and has made substantial progress in this endeavor.

### **Marilyn Njos and Kim Carter, Compliance Technicians**

Kim Carter and Marilyn Njos conduct inspections for the Board of Barbers & Cosmetologists. Kim and Marilyn travel individually throughout the state conducting random inspections on salons and barbershops making sure the shops, salons, and licensees are in compliance with the board's rules and statutes. In order to effectively cover the entire state, Kim and Marilyn are on the road three weeks out of the month. Both Kim and Marilyn do a great job of answering licensee's questions and helping licensees to understand what is required to stay in compliance with the board's rules and laws.

### **Billie Veerkamp, Compliance Specialist/Investigator**

Billie Veerkamp serves as the appraisal resource for the office. Billie reviews the appraisal reports for all real estate appraiser applications and prepares the summary report for the board's consideration of the application. The Board uses Billie's report to assist in making their decision to approve or deny an application. When directed by the Screening Panel



Back Row: Grace Berger, Barb McAlmond, Andy Carter, Mike Meridith, Sue Criswell  
Front Row: Kim Carter, Marilyn Njos, Royce Poe, Bruce Duenkler

Continued on page 5

## Unit One, continued from page 4

of the Board of Real Estate Appraisers, Billie conducts investigations of licensees to determine if the licensee violated any Board rules or statutes. Billie prepares her report and presents her findings to the Screening Panel for their review. She also oversees the real estate appraisers' mentor program.

### **Bruce Duenkler, Investigator**

Bruce Duenkler is primarily an investigator for the Board of Realty Regulation but conducts investigations for all Boards in BOLB and assists HCLB as time permits. When directed by the various Screening Panels, Bruce investigates the practices of the licensees in question to determine if the licensee violated any Board rules or statutes. Bruce prepares the report and presents his findings to the Screening Panel for their review.

### **Mike Meredith, Public Education Specialist**

Mike Meredith is the Education Director for the Board of Realty Regulation. He oversees all pre-licensing courses for salespersons, brokers, and continuing education courses. He

reviews applications, approves courses and instructors, monitors quality and assists anyone with educational questions. Additionally, Mike is instrumental in the success of the Rookie Course, offered to all new licensees.

### **Anita (Andy) Carter, Auditor & Educational Coordinator**

Andy Carter is the Auditor and Educational Coordinator for the Board of Realty Regulation. She is instrumental in keeping the licensees in compliance with the rules and statutes and assists Mike with the education program. Andy travels throughout the state conducting audits of the property manager's and broker's trust accounts. Andy prepares her audit report for the Screening Panel's review. When Andy is not on the road, she assists Ms. Berger's staff with the heavy work-load in her unit.

Ms. Berger appreciates all the staff for their hard work and she also commends the Licensing Technicians, Complaint Technicians, and Technical Writers for all the detailed and quality work they perform.

## Unit Two

By Chris Bernet

Todd Boucher is originally from Butte and is a graduate of the Montana Tech Engineering Program. Originally, Todd went to work for private industry in Washington State. Eventually, he made his way back to Montana with his wife and three daughters. He came to the Department of Labor and Industry to work as an investigator/compliance officer for the Board of Professional Engineers and Professional Land Surveyors six years ago. Within a short time, he became the Administrator for the engineering and land surveying board and has worked as such until the recent Bureau reorganization.

As a result of our recent reorganization, Todd was put in charge of the following five boards and three programs: The Board of Professional Engineers and Professional Land Surveyors, Board of Architects, Board of Landscape Architects, State Electrical Board, Board of Plumbers, Boiler Licensing Program, Crane Licensing Program, and the Construction Blaster Licensing Program.

Todd is looking forward to working with our new Bureau Chief and striving for increased efficiency and teamwork within our Bureau. Todd believes in continually trying to improve our processes and procedures to provide the best service possible to our boards, our licensees, and the public.

Obviously, Todd is very busy with his new assignments, but he is not doing it alone. He has six new staff members to help with the management of the boards and programs. George Edwards, Brooke Jasmin, and Dan Bernhardt are the Program Specialists. Dick Marlow, Tom Petrosky and John Riordan are the Compliance Specialists.

### **George Edwards, Program**

### **Specialist**

George Edwards has worked for the federal and state government for many years and brought his formidable knowledge and experience to our Bureau roughly three years ago. George was originally hired as the administrator for the Plumbing and Electrical Boards. Since the reorganization,



Back Row: John Riordan, Dick Marlow, Tom Petrosky, Todd Boucher  
Front Row: George Edwards, Brooke Jasmin, Dan Bernhardt

Continued on page 6

## Unit Two, continued from page 5

George has been assigned as the Program Specialist for the State Electrical Board and the Board of Landscape Architects.

### **Brooke Jasmin, Program Specialist**

Prior to the reorganization, Brooke worked for the Board of Outfitters as a Complaint/Licensing Specialist. She quickly became a valuable asset to our Bureau, learning the complexities of the Department's complaint process and the licensing procedures for outfitters and guides. Since the reorganization, Brooke has been assigned as the Program Specialist for the Board of Professional Engineers & Professional Land Surveyors and the Board of Architects.

### **Dan Bernhardt, Program Specialist**

Dan Bernhardt joined our Bureau near the end of our reorganization. He was initially hired as the Program Specialist for the Boiler, Blaster, and Crane Licensing Programs. Given Dan's obvious abilities, we quickly added to his work load and assigned the Board of Plumbers to him as well. Dan is kept very busy traveling the state checking boiler licenses and then catching up on work when he is back in the office.

### **Dick Marlow and Tom Petrosky, Compliance Specialists**

Dick Marlow and Tom Petrosky are the Compliance Specialists for the State Electrical Board and the Board of Plumbers. Dick and Tom divide the state, traveling many thousands of miles each year to construction sites checking to see that the electricians and plumbers are properly licensed for the work they are doing. Dick and Tom compile reports of their activities and present them to the respective boards during the open session portion of the board meetings. Additionally, they conduct investigations as requested by the board's Screening Panels.

### **John Riordan, Occupational Safety & Health Specialist**

John Riordan is the Occupational Safety & Health Specialist for the Crane Licensing Program. John is challenged with the task of single-handedly covering the state and checking crane operators to ensure they are properly licensed to operate their particular type of crane or hoist. There are a variety of license types corresponding to the variety of cranes, hoists, boom trucks, etc. John also administers the field tests for these licenses and occasionally helps with the written examination in the office when time permits.

## Unit Three

By Chris Bernet

Wayne Johnston is our third Executive Officer, along with Grace Berger and Todd Boucher. Wayne spent his earlier years serving in the 101st Airborne Division. After being discharged from the military he moved to Bozeman with his wife and three daughters and eventually found his way to Helena. Wayne is currently serving as the president of the Jefferson City Fire Department. Wayne worked for Fish Wildlife and Parks for many years as the Preference Systems Coordinator in Special Licensing before coming to work for our Bureau.

Wayne was originally hired as the Executive Director for the Board of Outfitters. Since the reorganization, Wayne has maintained the Board of Outfitters and has also assumed the Board of Sanitarians. Additionally, he has been assigned supervision of the Technical Writer Unit and the Compliance Unit, thus sharing supervision of the ASU Unit with Sandy Matule.

Wayne supervises a total of eight staff. His staff includes, Debbie Tomaskie, Program Specialist; Gail Keith, Compliance Specialist/Investigator; Dan Dellinger, Compliance Spe-

cialist/Investigator; Chris Bernet, Technical Writer; Connie Beckman, Technical Writer; Linda Sylte, Technical Writer; Teri Ray, Compliance Technician; and Vicki Bair, Compliance Technician.

### **Board Of Outfitters' Staff:**

#### **Debbie Tomaskie, Program Specialist**

Debbie Tomaskie has been with the Board of Outfitters since 1990. The Board was originally just an administrative body assigned to Fish, Wildlife, and Parks. In 1988 the Legislature created the Board of Outfitters as we know it today. The licensing and regulation of the outfitter business is very important to Montanans and the state's economy. For our outfitters and guides, staying in compliance and keeping up to date on the required paperwork can seem a daunting task. Debbie helps the licensees and the

public to understand everything from the complexities of the evolving laws and rules to filling out applications correctly.



Connie Beckman, Chris Bernet, Linda Sylte



Vicki Bair, Teri Ray

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Unit Three, continued from page 6

As evidence of this, see the "High Five" area near the end of this newsletter.

### **Gail Keith and Dan Dellinger, Compliance Specialists/Investigators**

Gail Keith and Dan Dellinger have it rough. Gail can be found packing horses throughout Montana's wilderness areas checking outfitters and guides for compliance with the Board's rules and laws. Dan can be found floating Montana's rivers doing the same, and, yes they get paid for it. They also conduct investigations when necessary. Actually, Gail and Dan are very qualified for their prospective positions. Both Gail and Dan have had previous careers with Montana law enforcement. Also, both of these gentlemen have helped substantially to improve relations among the Board, Fish, Wildlife, and Parks, the licensees, and the public. With this particular industry, it's imperative to have levelheaded, professional, and self-reliant individuals rep-



Dan Dellinger, Debbi Tomaski, Wayne Johnston  
Not Pictured, Gail Keith

resenting the Board in the field. Fortunately, that's what we have.

### **Complaint Unit:**

#### **Vicki Bair and Teri Ray, Compliance Technicians**

Vicki Bair and Teri Ray make a great team. Both are relatively new to the complaint process and are learning quickly. The nature of their positions makes Vicki and Teri's work some of the most critical in the Bureau. If administrative mistakes are made within the complaint process, our Department could potentially find itself in a very compromising position.

There are strict laws governing due process and the rights of licensees, which Vicki and Teri must follow meticulously. In a nutshell, Vicki and Teri handle the complaints from start to finish. They receive any complaints filed within our Bureau's jurisdiction, start the complaint file, send the appropriate correspondence, schedule the complaints to be heard at the Screening Panel, take the complaint related minutes, and continue with the process until the complaint

is closed. Vicki and Teri are busy learning and helping to determine the exact processes to follow, while also keeping up on their daily work loads. They have come a long way in a short time and both are looking forward to the challenges that lie ahead.

### **Technical Writer Unit:**

#### **Connie Beckman, Chris Bernet, and Linda Sylte**

As Technical Writers we perform a variety of duties for our Bureau. The main duties consist of attending board meetings and taking minutes, creating and modifying forms and applications for submission to our website, and participating in the formatting of rule notices. (We get to do a newsletter once in a while, too.) These three positions are newly created as a result of the reorganization so we are still working out the exact processes of our work and structure of our positions. Our coworkers in the Bureau have been a great help, answering every conceivable question we can think to ask, and we have plenty. Our new Bureau Chief and our new supervisor, Wayne have been very helpful and positive in the short time we have worked for them and we are looking forward to what the future has in store for all of us.

## Visit our web site at:

[www.discoveringmontana.com/dli/bsd](http://www.discoveringmontana.com/dli/bsd)

Select - Business and Occupational Licensing Bureau

Select - the Board you are interested in

Select - any of the following topics:

*Licensee Lookup*

*Rules & Statutes*

*Meeting Dates*

*Board Addresses and Contacts*

*Board Members*

*Additional Forms*

*License Verification Request*

*Complaint Form and Instructions*

*Comment Forum*

## Board Member Training

By Chris Bernet

Our Bureau, along with our sister Bureau (Health Care Licensing Bureau) will be facilitating another board member training session on October 15, 2004. All board members from both Bureaus are invited to the training, which will be held in Helena at the Capitol in the House Chamber.

The training session is intended to educate new board members and to be a refresher course for the more seasoned members. Board members serve a crucial role in assisting with the regulation of their respective industries, as well as protecting the public health, safety and welfare. It is very important for the members volunteering to serve on our boards to understand what their role as a board member is and how to conduct board business correctly and legally.

Our two Bureaus have put a considerable amount of time and effort in drafting a new Board Member Manual, which will be distributed to all board members at the training session. The manual is comprehensive and covers a variety of subjects: the Department's mission statement, the history of Professional and Occupational licensing, laws affecting licensing boards, and the role of a board member to name a few.

At this year's training session, a variety of speakers will present information. Both Bureaus recently underwent a legislative audit that focused on the Bureau's adherence to the laws that govern a board's authority and scope, as well as the fees and finances associated with the respective boards. Angus Maciver from the Legislative Audit Division, will attend the training session to explain the audit and the recommendations that were made.

In addition, Gene Allison, lead attorney for the two Bureaus, will address the complaint process. Feedback from the last training session indicated that board members would like Mr. Allison to detail the entire complaint process, from when the Bureau receives the complaint to the final action taken.

The Commissioner of the Department of Labor and Industry, Wendy Keating, will attend the training session. Commissioner Keating is a dynamic speaker with keen insight and awareness of customer service. Her commitment to the Department's core values is inspiring, and her leadership is appreciated department-wide.

We look forward to a productive meeting and seeing all of you there!

### **BOARD MEMBER TRAINING AGENDA - OCTOBER 15, 2004 - 8:00AM - 4:30PM**

#### **OPENING GREETINGS & INTRODUCTIONS**

**Governor, Commissioner, Division Administrator**

#### **THE RELATIONSHIP OF THE DEPARTMENT TO THE BOARDS**

**Kevin Braun, Chief Legal Counsel, Department of Labor & Industry**

#### **THE LEGISLATIVE AUDIT REPORT**

**Angus Maciver, Legislative Auditor**

#### **LEGISLATIVE PROCESS**

**Greg Petesch, Legislative Services Division**

#### **THE ROLE OF PROSECUTING ATTORNEY/BOARD COUNSEL**

**Gene Allison and Anne O'Leary**

#### **THE COMPLAINT POLICY**

**Gene Allison, Lead Attorney, Business Standards Division**

#### **THE DEPARTMENT OF LABOR WEB SITE**

**Mike Field, Information Technician Staff, Web Master**

**Please R.S.V.P. by October 1, 2004**

To R.S.V.P. by phone, please call  
Sherri Staats at 406-841-2300 or  
register online at:

**<http://discoveringmontana.com/dli/bsd>**



## Filenet

By Chris Bernet

Our Bureau has invested in a new technology called Filenet. This is an image scanning system that is entirely electronic. We have purchased a scanner for this purpose and contracted with Filenet for electronic storage.

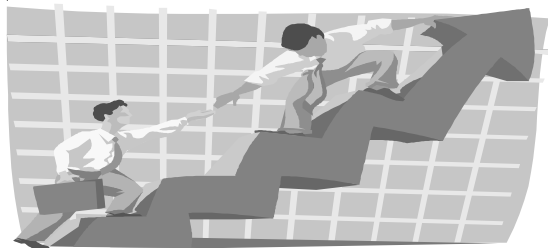
This system has many advantages. Filenet allows us to view a licensee's entire file on our computers; it also allows multiple people to view a file simultaneously. This eliminates the need to leave one's desk and search for a file in a filing cabinet. Files are not "mis-filed", "misplaced" or otherwise unavailable. Endless rows of filing cabinets are becoming a thing of the past. Which not only saves office space but also eliminates the need for our Bureau to pay for long term storage of hardcopy files.

The first step of the process is to scan all previous files of each of our boards and programs. When all files are scanned, we will maintain the system by electronically "filing" all new documents on a daily basis.



Sally Cohen

We have hired Sally Cohen on a temporary basis for this project, and she is diligently scanning licensee's files, board by board, into the Filenet system. Sally has completed a good portion of the project so far, and she is making great progress with every passing week.



### DLI Core Values

The Department of Labor and Industry has articulated a set of simple but powerful core values. As a Bureau, we wholeheartedly support and adopt these core values as our own.

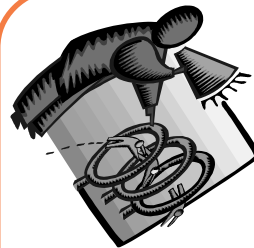
**Customer Focus**

**Individual Responsibility**

**Individual Growth**

**Ethics in the Workplace**

**Continuous Improvement**



### High Fives

(Recognition of a Job well done)

***Congratulations Debbie Tomaskie!***

Debbie received a letter from our Governor commending her for great customer service. One of our licensed outfitters wrote the Governor specifically to compliment Debbie on her assistance in helping him recently. Good job Debbie, keep it up!

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